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This Notice Expires 29 May 1957

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PERSONNEL  
20 June 1956

## PERSONNEL POLICY

### SUPERVISION

1. Enlightened management recognizes that an organization, whatever its mechanical resources, must rely upon people to accomplish its purpose. Success in such accomplishment depends upon obtaining and retaining competent personnel. As a general rule, people function best and tend to wish to remain in job situations in which they can feel they are making a contribution to a worthwhile goal, and in which they are treated with dignity, courtesy, and interest. Achieving such a job climate is primarily a matter of proper supervision.

2. Supervisors must recognize that an inherent part of their job is to make possible the maximum utilization of the Agency's human resources through continuous alertness to the effectiveness of its employees in terms of both job performance and satisfaction. Formal, centrally administered programs for the evaluation of employees, correction of misassignments, and employee counseling will not compensate for failure on the part of individual supervisors for accepting their responsibilities in these matters and carrying them out in an effective and timely manner.

3. In the course of their normal responsibilities for assessing the relative capabilities of employees, supervisors throughout the Agency have found some individuals who, for one reason or another, do not now appear to measure up to the level of competence which must be the standard for continued employment. Not only must such cases be given an impartial and highly critical review, but it is important that immediate and secondary supervisors not shirk or overlook the necessity for straightforward dealings with such individuals.

4. The main responsibilities of a supervisor include the following: laying out work programs; providing on-the-job training; pointing out deficiencies and assisting employees to correct them on a day-to-day

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basis; recommending promotions, rotations, and training when appropriate; reviewing production; assisting employees to adjust to their working environment; helping employees to prepare for advancement; and frankly discussing with personnel their job performance, attitudes, and conduct. Supervisory personnel will be evaluated, to a large degree, by their supervisors in relation to their effectiveness as supervisors and managers. Those who are unsatisfactory in this regard may expect to be reassigned to nonsupervisory positions or released from the Agency on the basis of unsuccessful job performance.

C. P. CABELL  
Lieutenant General, USAF  
Acting Director of Central Intelligence

DISTRIBUTION: ALL EMPLOYEES

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TRANSMITTAL SLIP		DATE 24 August 1956
TO [REDACTED]		
ROOM NO. 123	BUILDING East	
REMARKS [REDACTED]  I have talked with Mr. Kirkpatrick's secretary, who prepared the attached note. This was sent to the ADD/S's office by the IG only as information and not necessarily requiring action. Mr. Kirkpatrick's secretary was informed of the large number of copies distributed in this instance and she felt that the notice should not be republished just for the sake of lowering the classification.		
FROM: <i>12123</i> Acting Chief, Regulations Control Staff		
ROOM NO. 201	BUILDING Matomic	EXTENSION 3221

FORM NO. 241 REPLACES FORM 36-8  
1 FEB 55 WHICH MAY BE USED.

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